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**MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL
GOVERNMENT**

INUKA

SESSIONAL PAPER No. 8 of 2013

**ON NATIONAL VALUES AND PRINCIPLES OF
GOVERNANCE**

SEPTEMBER, 2013

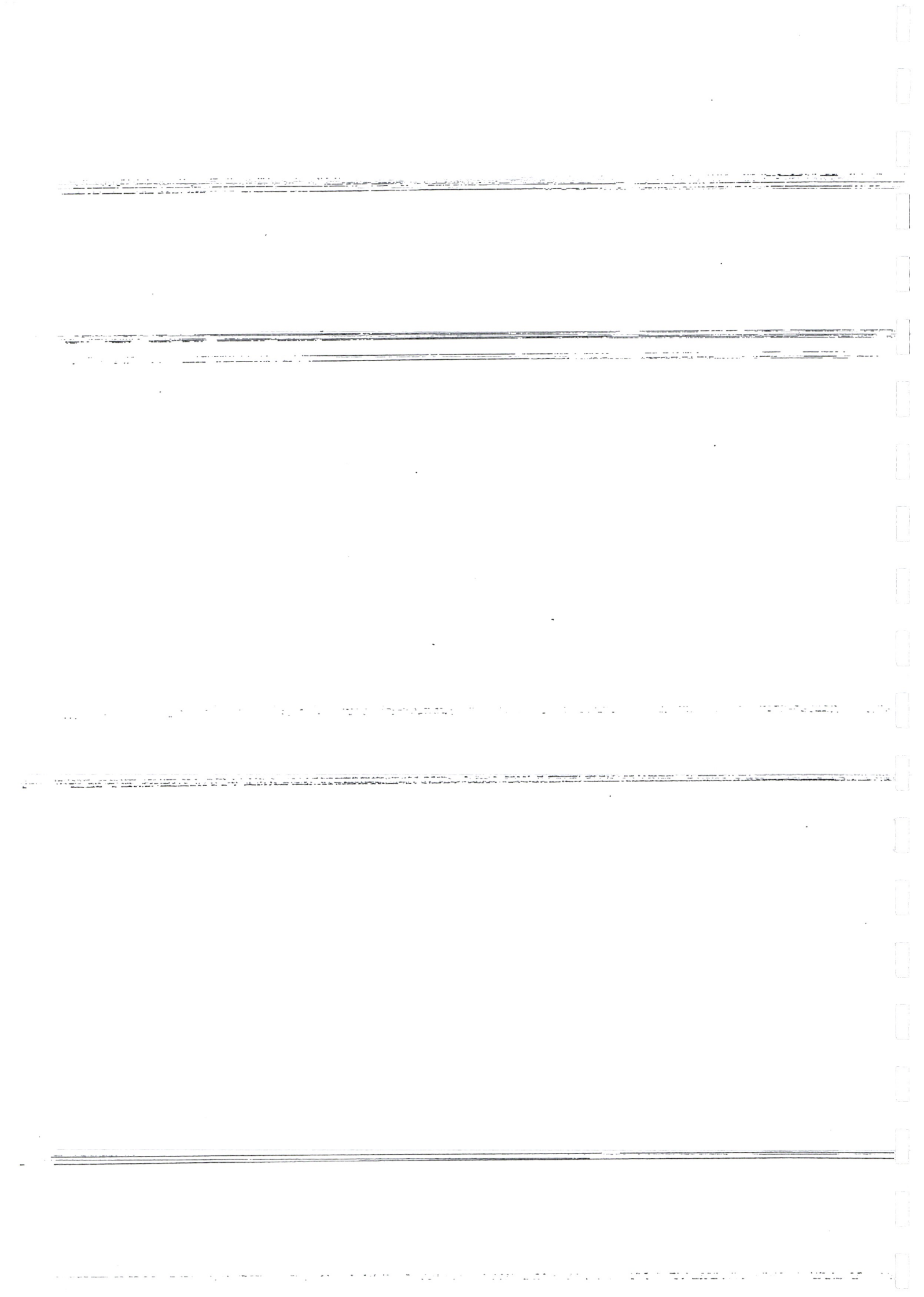


TABLE OF CONTENTS

TABLE OF CONTENTS	i
LIST OF FIGURES	iv
LIST OF TABLES	iv
EXECUTIVE SUMMARY	v
CHAPTER 1: BACKGROUND	1
1.1 Historical background	1
1.2 Problem statement	4
1.3 Rationale for Policy	5
1.4 Policy vision	6
1.5 Policy mission	6
1.6 Policy objectives	6
1.7 Policy scope	6
1.8 Policy development process	6
1.9 Steering Committee and Task Force	7
1.10 Methodology	8
1.11 Expert Review Panel	8
1.12 National Economic and Social Council	8
CHAPTER 2: BROAD POLICY STATEMENTS	9
2.1 Key interventions	9
2.2 Strong national identity	9
2.3 Effective representation and leadership	10
2.4 Allocation of resources and opportunities	10
2.5 Governance	11
2.6 Sustainable development	12

2.7	<i>Inuka</i>	12
CHAPTER 3: LEADERSHIP AND INSTITUTIONAL FRAMEWORK		13
CHAPTER 4: IMPLEMENTATION STRATEGIES		15
4.1	Strategy 1: Associative approach.....	15
4.2	Strategy 2: Recruiting and mobilizing change agents.....	16
4.3	Strategy 3: Mainstreaming values for behavior change in all spheres.....	16
4.4	Strategy 4: Affirming national values and their champions.....	17
CHAPTER 5: VALUE-CARRIERS, VALUE-DRIVERS AND THEIR POLICY IMPLEMENTATION ROLES		18
5.1	Family	19
5.2	Communities	20
5.3	Educational institutions.....	21
5.4	Religious and faith-based organizations	23
5.5	National and county governments	24
5.6	Private sector	29
5.7	Professional associations	30
5.8	Media	31
5.9	Civil society.....	32
5.10	Political parties.....	33
5.11	Art, music and entertainment sector	35
5.12	Sports associations	36
5.13	All persons	37
5.14	Individuals.....	38
CHAPTER 6: RESOURCE MOBILIZATION		39
CHAPTER 7: POLICY OUTCOMES AND IMPACT		40
CHAPTER 8: MAPPING, MONITORING, EVALUATION AND REPORTING		41

8.1	Mapping of policies and legislation	42
8.2	Baseline surveys.....	42
8.3	Evaluation	42
8.4	Indicative Implementation monitoring matrix.....	43
CHAPTER 9: POLICY ASSUMPTIONS AND RISK ASSESSMENT		46
CHAPTER 10: REVIEW OF POLICY AND EFFECTIVE DATE.....		47
GLOSSARY OF TERMS		48

LIST OF FIGURES

Figure 1: Key Relationships of the National Values System- National Level.....	13
Figure 2: Key Relationships of the National Values System- County Level.....	14
Figure 3: Reporting Linkages of the National Values System.....	41

LIST OF TABLES

Table 1: Indicative implementation monitoring matrix.....	43
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EXECUTIVE SUMMARY

Background

Before the establishment of the East Africa Protectorate, present day Kenya was a conglomeration of over forty different ethnic groups with distinct cultural value systems, and no semblance of statehood. The encroachment of European settlement in the late 1800s and subsequent colonization led to the development of a state that acted as a tribute-taker and then later as an organizing agency for extractive colonial enterprise. Even after independence, the instruments of political socialization were not sufficiently employed to promote the transformation of Kenya into one nation. Instead, the promotion of tribal interest was paramount leading to political intolerance in a bid to protect vested interests, and later, to protect a *de-jure* one-party system. The state was perceived as a source of largesse and welfare support for political clientele leading to an increasing dependency syndrome and a declining sense of personal responsibility. Consequently, the country experienced a variety of economic, political and governance challenges.

The government undertook a number of remedial measures, including the development and adoption of Vision 2030, with varying degrees of success. The unfortunate circumstances which culminated in the post-election violence of late 2007 and early 2008 resulted in the reversal of some of the gains earlier realized through the implementation of the reform initiatives. Indeed, the subsequent National Dialogue and Reconciliation Agreement recognized that poverty, the inequitable distribution of resources, and exclusion on the part of segments of the Kenyan society constituted the underlying causes of social tensions, instability and cycle of violence. After the Reconciliation Agreement, a constitutional review process led to the promulgation of a new Constitution in August, 2010.

Problem statement

The emerging value-systems that are exhibited by Kenyans are not aligned with social and political conditions required to support timely attainment of Vision 2030. A related problem that Kenya faces is that these value systems are also at odds with the best practice required for the successful implementation and sustenance of a new Constitutional dispensation, including achieving national unity and cohesion.

Policy rationale

This policy provides broad guidelines to government, non-state actors and citizens to develop action plans to mainstream National Values and Principles of Governance, as provided for in Article 10 of the Constitution, into their day-to-day programmes and activities, and ultimately ensure that the shared values become a way of life for the people of Kenya.

Methodology

The National Economic and Social Council (NESC) identified the development of National Value System for Kenya as part of the Council's year 2009/2010 agenda. NESC working with the then Ministry of Justice, National Cohesion and

Constitutional Affairs (MoJNCCA) facilitated the formation of a consultative group comprising of a broad cross-section of stakeholders. The consultative group developed a draft report which was submitted to the Government for consideration and discussion at a stakeholder workshop. The promulgation of the Constitution of Kenya, 2010, gave further impetus to the policy development process and led to the establishment of a Task Force on the Policy, Legislation and Institutional Framework for the National Values System for Kenya.

The Task Force submitted its report to the then Minister for Justice, National Cohesion and Constitutional Affairs on 14th October, 2011. The draft policy incorporated submissions from representatives from the public sector, private sector, academia, education sector, faith-based, civil society organizations, youth organizations, women organizations and persons with disabilities. It included input from members of the public in 34 Counties. The draft was validated at a National Conference attended by participants from a broad spectrum of stakeholders from all the 47 Counties. The instrument was subjected to review by an Expert Review Panel in December, 2011 which generated a final draft policy.

The draft was endorsed by the 27th National Economic and Social Council on 20th January 2012 with the recommendation for a sessional paper to be prepared and presented to Parliament.

Policy objective

The broad objective of this policy is to operationalize and institutionalize National Values and Principles of Governance as enshrined in the Constitution.

Policy scope

In scope, this policy is applicable to all state officers, public officers, state organs and all persons in their application or interpretation of the Constitution; enactment, application or interpretation of any law, or making or implementing public policy decisions.

Policy statements

This policy holds that a nation's values define a people's identity. They are fundamental beliefs of a nation guiding the choices, actions and behaviour of its citizens. National values exert influence on the way citizens relate with each other and how communities engage each other. They impact the pace and direction of national development. This policy recognizes that good qualities of her people and the shared national values will set Kenya apart as a great nation. Therefore, this policy sets out the building blocks for the construction of a great nation.

Shared national values offer a people a platform to address challenges, and a sense of rootedness and belonging. Consequently, the challenges, referred to in the problem statement, can be clustered into five main areas and addressed by values relating to (i) strong national identity (ii) effective representation and leadership (iii) equitable allocation of resources and opportunities (iv) good governance and (v) sustainable development. Kenyans need to *inuka* (arise) to address the challenges.

Leadership and institutional framework

The successful implementation of national values is essentially a political and leadership question that requires direction at the highest level. The President, at the national level, and the Governor, at the County level, shall provide the leadership in championing national values and be held primarily accountable for the implementation of this policy. The President may choose to use existing administrative structures to discharge the responsibility in order to curb on excessive public expenditure, or establish a coordinating Agency, Board, Steering Committee or Secretariat to perform the following functions (i) advisory (ii) co-ordination (iii) facilitation and (iv) reporting.

Implementation strategies

The implementation strategies by various actors have been classified into four broad categories namely (i) associative approach (ii) identification and mobilization of change agents (iii) mainstreaming of national values and (iv) affirming national values and their champions.

Value-carriers, value-drivers and their policy implementation roles

This policy recognizes that the paramount actor is the individual who is expected to internalize, apply, embody and propagate the National Values and Principles of Governance and hence act as a value-carrier and value-driver.

The other value-carriers and value-drivers identified by this policy include family, educational institutions, religious and faith-based organizations, government, private sector, professional associations, media, civil society, political parties, arts, music, entertainment and sports. This policy recognizes and assigns each of them a specific and distinct part to play in cultivating awareness, involvement, commitment and ownership of shared national values.

This policy requires parents and guardians to provide basic needs for their children and create a conducive environment in families for positive socialization. Parents are expected to mentor and nurture their children into functional and useful members of the society who uphold national values. On its part, the state will take deliberate steps to protect the family against negative and harmful cultural influences and practices such as child labour, early child marriage, pornography, drug and substance abuse. The state will encourage family counseling services to promote family cohesion and harmony for life-long marital relationships. Other family supportive incentives will include housing schemes, educational support, health care schemes and favourable employment policies.

This policy requires every educational institution up to University level to ensure that every pupil and student is familiar with the nation's fundamental instruments through age-appropriate instruction. This will include classroom instruction with appropriate emphasis on civic education on national values and principles of governance, student participation in school governance, mentorship programmes, community development projects and other co-curricular activities including music, sports and drama.

~~Religious and faith based organizations shall play a critical role in securing a conducive spiritual climate for the promotion of National Values and Principles of Governance for the development of this nation.~~

The media shall help maintain focus on National Values and Principles of Governance regarding the progress achieved and advancement made as a nation especially the extent to which shared values are practiced.

~~To give effect to this policy, political parties shall reflect National Values and Principles of Governance in their manifestos, ideologies, programmes and activities. They shall be at the forefront in promoting and inculcating National Values and Principles of Governance in all social strata. In addition, political leaders shall be vetted and required to demonstrate competence in the conduct of public affairs.~~

Resource mobilization

Parliament and County Assemblies shall provide funds necessary for the implementation of interventions to promote, inculcate and enforce National Values and Principles of Governance by national and County governments. The implementation of this policy will be carried out together with citizens in voluntary and democratically self-governing associations. They will be expected to independently mobilize the resources required to do so.

Policy outcomes and impact

Outcomes expected include enhanced sense of national identity, engaged, productive and motivated youth, empowered citizens, increased labour productivity, ethnic harmony, adoption of a national culture, enhanced political and social stability, equitable distribution of resources and opportunities, reform of public institutions to respect human rights and fundamental freedoms, enhanced fiscal discipline in the management of public resources, optimal utilization of state resources, prudent management of land and natural resources, increased food security and higher life expectancy. The expected impact envisages substantial and timely attainment of Vision 2030, sustained compliance with the Constitution and entrenched constitutionalism.

Mapping, monitoring, evaluation and reporting

This policy recommends that all institutions ensure that their policies conform to it and to the Constitution and are updated or reviewed as necessary. It recommends that all existing legislation be mapped by the Ministry responsible for national values and principles of governance; reviewed and, where necessary, amended to give effect to National Values and Principles of Governance. An indicative policy implementation monitoring matrix has been developed whose implementation requires a baseline survey within one year of adoption of the policy and evaluations every five years, beginning 2017.

This policy shall take effect upon adoption, and may be reviewed from time to time as may be deemed necessary.

CHAPTER 1: BACKGROUND

1.0.0 This chapter examines the historical background, makes a problem statement, develops the rationale for a policy and sets out policy vision, mission, objectives and scope.

1.1 Historical background

1.1.0 Present day Kenya was conceived and created during the Berlin Conference of 1884 which partitioned Africa. The peoples who then inhabited the territory were a conglomeration of over forty ethnic groups with no semblance of statehood. The situation did not change even after Kenya was made a protectorate in 1895 and later a British colony in 1920. The encroachment of European settlement and colonization led to the development of a state that acted as a tribute-taker and then as an organizing agency for extractive colonial enterprise. The colonial period led to loss of land and perpetuated various historical injustices. The imposition of colonial laws disrupted social, economic, political and religious order. Ethnic groups were sometimes distributed across national boundaries and new sources of tension and conflict were generated.

1.1.1. The introduction of a new land tenure system by the colonial administration disrupted indigenous land use and ownership systems. Prime agricultural land was alienated for white settlers. This led to the creation of the African reserves where conditions disrupted the traditional African value systems. The disruptive land settlement practices based on the 1955 Swynnerton Plan; racial discrimination; social stratification; and divide and rule policies all served colonial extractive interests. As a result, in the period up to and after independence, Kenyans lived in a contiguous territory but they did not have a national culture. The development of social capital and the pillars of socialization - religion, ideology, culture, national symbols and identity were compromised. This undermined the development of a strong nation with shared values. Even after independence, the instruments of political socialization were not sufficiently employed to promote the transformation of Kenya into one nation. Instead, the promotion of tribal interest became paramount, leading to political intolerance in a bid to protect vested interests, and later, to protect a *de-jure* one -party system. The state was perceived as a source of largesse and

welfare support for political clientele. This led to a worsening dependency syndrome and a declining sense of personal responsibility. Meanwhile, some of the effects of globalization continued to erode traditional values. In addition, donor conditionalities and the polarized geo-political environment favoured political posturing and expedient alliances at the expense of effective policy interventions and good governance.

1.1.2 Weak institutions, poor governance and leadership challenges permitted the worsening of social injustice and inequality. There was lack of integrity; poor work ethics; low levels of patriotism; weakening social structures; erosion of family values; insecurity and impunity. In response, the government put in place several corrective measures to address these and other challenges.

1.1.3 For instance, the 1983 District Focus for Rural Development strategy was launched to strengthen planning, implementation and coordination of development activities in rural areas with a view to achieving equity, people's participation, sustainable development and self-reliance. Some measure of success was realized. However, the strategy was hampered by the lack of a legal framework; reliance on an institutional framework that did not facilitate meaningful local decision-making and mobilization of resources; dominance by civil servants; politicization; and lack of awareness and participation of ordinary citizens in the planning and implementation of the strategy. In the meantime, twin national problems of poverty and unemployment persisted. Income inequalities widened.

1.1.4 Regrettably, poor governance; an education system that, despite reforms, put emphasis on academic performance at the expense of character development are some of the main causes of the shortcomings and the social challenges experienced in Kenya. Weak social cohesion and weak policies continued to undermine the sense of nationhood.

1.1.5 The country also experienced a variety of economic, political and governance challenges. Following the 1982 attempted coup, major political realignments necessitated the holding of general elections in 1983, nearly a year earlier than scheduled. The security of tenure of virtually all constitutional office holders, including that of the Attorney General, High Court judges and public service

commissioners was removed during this period. The resultant clamour and agitation for multi-party democracy led to the repeal of section 2(A) of the Constitution in 1991. This was followed by multi-party elections in 1992. It was not until 2002 that multi-party elections resulted in an electoral victory for the opposition and the ouster of the then ruling party Kenya African National Union (KANU).

1.1.6 Meanwhile, the pursuit of a new constitutional dispensation led to the convening of the Bomas of Kenya Conferences of 1998 and 2003 on the review of the Constitution. The Constitution of Kenya Review Commission (CKRC) carried out extensive consultation with citizens and produced a report on what Kenyans wanted included in a new Constitution.

1.1.7 On the economic front, a raft of economic reform measures were initiated and implemented by the then new National Rainbow Coalition (NARC) government. This included the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC), 2003 -2007. Although, the strategy succeeded in raising the gross domestic product from negative growth to 7% by 2007, governance challenges persisted. Recognizing that prior interventions had achieved only limited success, the government developed the Kenya Vision 2030 to map and redirect the nation's growth. As a strategic framework, the Vision addresses the political, social and economic aspects of development in Kenya. It also called for the enactment, adoption and implementation of a new Constitution, and the establishment of national values system for Kenya.

1.1.8 The unfortunate circumstances which culminated in the post-election violence of late 2007 and early 2008 resulted in the reversal of some of the gains earlier realized through the implementation of the reform initiatives. Indeed, the subsequent National Dialogue and Reconciliation Agreement recognized that poverty, the inequitable distribution of resources, historical injustices and exclusion on the part of segments of the Kenyan society constituted the underlying causes of social tensions, instability and cycle of violence.¹

¹ Kenya National Dialogue and Reconciliation (2008) *Statement of Principles on Long-Term Issues and Solutions*

1.1.9 Following the National Dialogue and Reconciliation Agreement, bi-partisan ~~efforts were initiated to finalize review of the Constitution. A SACCO report outlined~~ the issues Kenyans wanted reflected in a new Constitution. These included a new national value system to guide the conduct of national affairs. They also included a code of conduct for state officers, and a code of conduct and ethics for public officers. These recommendations were reflected in subsequent draft constitutions ~~which culminated in the promulgation of the Constitution of Kenya, 2010.~~

1.1.10 In an endeavor to implement the National Dialogue and Reconciliation Agreement, the aspiration of Kenya Vision 2030 and the Constitution of Kenya, 2010 the government and the people of Kenya recognize that the successful implementation of National Values and Principles of Governance is essential for national transformation. It is expected that the operationalization of the National Values and Principles of Governance will transform Kenya's socio-economic and political landscape.

1.2 Problem statement

1.2.0 Kenyans aspire for national development and for improved personal economic status. This aspiration for development is often confused with western civilization. This can be traced to the colonial period that systematically demonized African culture and value systems. Consequently, Kenya's traditional social support systems ~~and social etiquette are severely eroded due to westernization. Instead, a society~~ with poor parenting, appallingly low levels of social etiquette, focus on materialism and conspicuous consumption, has emerged. It is a society which glorifies the acquisition of wealth by any means, including the abuse of human rights, misappropriation of public funds, drug trafficking, corruption and the plunder of national resources. As a result, there is a small clique of increasingly wealthy power elite amidst runaway poverty. This group also seeks political power, not to serve citizens, but as a means of protecting its wealth and interests through impunity. With no platform except the propagation of narrow self-interest, the political class organizes its mobilization along ethnic lines, setting communities against each other using a variety of perceived grievances and a sense of entitlement.

1.2.1 Up to 46%² of Kenyans live in poverty; access to resources and opportunities is inequitable; quality of education is a matter of concern; labour productivity is weak. There is also an increasingly restless, large and growing pool of unemployed youth³ with poor grasp of interpersonal and ethical skills required to succeed at the workplace. In addition, there is a rising challenge of drug abuse, crime and insecurity. There is pronounced inter-ethnic competition and rivalry that break out periodically into violence, fanned by political actors. Consequently, there is an acute feeling of marginalization in some regions, and a weak sense of national identity.

1.2.2 In summary, the value-system exhibited by Kenyans is not in consonance with a stable and progressive nation. Consequently, this undermines the likelihood of the timely attainment of Vision 2030. A related problem is that the emerging value-system is at odds with the best practices that are required for the successful implementation and sustenance of a new constitutional dispensation.

1.3 Rationale for Policy

1.3.0 This policy provides broad goals, objectives and guidelines to government, non-state actors and citizens to develop action plans to mainstream National Values and Principles of Governance, as provided for in Article 10 of the Constitution, into their day-to-day programmes and activities, and ultimately ensure that the values become a way of life for the Kenyan people. This will provide a framework for fostering national unity, inculcating patriotism, redressing marginalization, and promotion of an accountable and democratic electoral process. It will further guarantee accountable exercise of executive authority and power at both national and county governments. In addition, the policy will ensure equitable distribution of resources and opportunities, and promote and protect the objects of devolution as enshrined in the Constitution.

1.3.1 Furthermore, Article 4(2) of the Constitution provides that the Republic of Kenya shall be a multi-party democratic State founded on the National Values and Principles of Governance referred to in Article 10. Essentially, this affirms that the

² Based on 2005/2006 Integrated Household Budget Survey

³ The 2009 National Population Census reported that up to 20% are youth aged between 15 and 24 years

progress of the Kenyan nation and the realization of the aspirations of its citizens are predicated on the institutionalization and infusion of these values into all segments of the Kenyan society.

1.4 Policy vision

A value-driven, peaceful, united and prosperous nation

1.5 Policy mission

To provide a platform for inculcation and promotion of National Values and Principles of Governance for Kenya in individuals, families, communities and the nation in order to achieve socio-cultural, economic and political transformation.

1.6 Policy objectives

1.6.0 The broad objective of this policy is to operationalize and institutionalize National Values and Principles of Governance as enshrined in the Constitution.

1.6.1 The specific objectives of the policy are to:

- a. Outline the role of all state organs, state officers, public officers and all persons in the realization of the National Values and Principles of Governance.
- b. Provide an operational and institutional framework for the promotion and realization of National Values and Principles of Governance.
- c. Provide for monitoring, evaluation and reporting mechanisms for the national, County and sub-County levels.

1.7 Policy scope

This policy on National Values and Principles of Governance shall apply to all State organs, State officers, public officers and all persons

1.8 Policy development process

The National Economic and Social Council (NESC) identified the development of National Value System for Kenya as part of the Council's year 2009/2010 agenda. To advance the agenda, the NESC Secretariat in conjunction with the then Ministry of Justice, National Cohesion and Constitutional Affairs (MoJNCCA) facilitated the

formation of a consultative group comprising of stakeholders drawn from the public, the private sector, civil society, faith-based organizations and academia. The synthesized reports from sub-committees of the consultative group were compiled into a draft report. The initial draft was then discussed at a Stakeholders' workshop and the enriched document presented to the Government for consideration. The clamour for constitutional reform that culminated in the enactment of the Constitution of Kenya, 2010, gave further impetus to the policy development process. It led to the establishment of a Task Force on policy legislation and institutional framework for the National Values System for Kenya.

1.9 Steering Committee and Task Force

1.9.0 The Task Force and a Steering Committee were constituted vide Gazette Notices No. 2654 and 2653 of March 2011, respectively, by the then Ministry of Justice, National Cohesion and Constitutional Affairs.

1.9.1 The Task Force was mandated to:

- a. Prepare a draft policy for the operationalization and institutionalization of the National Values and Principles of Governance espoused in the Constitution;
- b. Prepare draft legislation for the effective and sustainable implementation of the National Values and Principles of Governance as enshrined in the Constitution;
- c. Undertake stakeholder and public consultations to develop consensus on the National Values Policy, legislation and institutional framework;
- d. Prepare a detailed work plan indicating the milestones and timelines and present the same to the Steering Committee; and
- e. Make monthly progress reports as may be required by the Steering Committee.

1.9.2 The Task Force adopted the principles to guide the policy development process, which included:

- a. Public participation;

- b. Broad stakeholder consultation;
- ~~c. Accommodation of diversity;~~
- d. Broad knowledge sharing; and
- e. Transparency and accountability.

1.10 Methodology

~~1.10.0 The Task Force constituted six sub-committees which developed the draft document and consulted widely with stakeholders, including members of the public in the Counties. It held working consultations and workshops with various sectoral representatives from the public sector, private sector, academia, education sector, faith-based, civil society organizations, youth organizations, women organizations and persons with disabilities to develop understanding and generate buy-in of the issues involved. The Task Force received input on best practices by speakers from various jurisdictions.~~

1.10.1 The Task Force further held consultations in thirty-four (34) counties. The counties sampled were representative of the various cultural diversities in Kenya. The consultations were conducted over a period of one week between 21st and 29th August, 2011. Thereafter, the Task Force consolidated the views and held stakeholder validation fora, which culminated in a National Stakeholders Conference to validate the Task Force Report on 10th October, 2011. The Task Force handed over its report, *Draft Policy for the Operationalization and Institutionalization of National Values and Principles of Governance*, to the then Minister for Justice, National Cohesion and Constitutional Affairs on 14th October, 2011.

1.11 Expert Review Panel

Subsequently, the draft policy was subjected to a review by an Expert Review Panel in December, 2011.

1.12 National Economic and Social Council

The final draft policy was examined and endorsed by the 27th National Economic and Social Council (NESC) on 20th January 2012. The Council recommended the preparation of a Sessional paper for presentation to Parliament.

CHAPTER 2: BROAD POLICY STATEMENTS

2.0.0 Kenyans yearn for a future that is not only different but also better. Yet Kenya's response to a rapidly changing and demanding global environment and the country's ability to transform into a prosperous, middle-income economy are largely dependent on upholding shared national values.

2.0.1 A nation's values define its identity. They are fundamental beliefs of a nation guiding the choices, actions and behaviour of its citizens. They exert influence on the way citizens relate with each other and how communities engage with others. They impact the pace and direction of national development. Indeed, what will set Kenya apart as a great nation are the qualities of her people, and the values they uphold.

2.0.2 This policy recognizes that a nation's culture and its values change over time and reflect political, economic, social, technological factors and historical circumstances. To this extent, the expression of the values of a nation varies according to social background, gender, age cohort and from one generation to another. Therefore, this policy seeks to outline the building blocks of a shared value system drawn from the Constitution.

2.0.3 Shared national values offer a tradition, a sense of rootedness and belonging. They enable a people to appreciate the present while addressing challenges. They provide a solid platform on which to build a better future and a great nation.

2.1 Key interventions

The challenges, referred to in the problem statement in part 1.2 above, can be clustered into five main areas. These are challenges that can be addressed by (i) strong national identity (ii) effective representation and leadership (iii) equitable allocation of resources and opportunities (iv) good governance and (v) sustainable development.

2.2 Strong national identity

2.2.0 The lack of a strong national identity has been worsened by negative ethnicity, class disparities and impunity. It has led to circumstances in which many Kenyans

feel shortchanged as citizens. It has also led to strong expressions of competing identities and loyalties that have undermined national cohesion and unity.

2.2.1 Strong national identity will be achieved by developing innovative strategies that promote the inculcation of the values of patriotism, national unity and the rule of law.

2.3 Effective representation and leadership

2.3.0 Although Kenya has held regular elections since independence, the ability of these democratic processes to transmit the wishes of the electorate into leadership that focuses on the priorities of the citizen has not been effectively achieved. It should be noted that elected leaders are a reflection of the value systems of the electorate. On the other hand, appointed leadership has tended to be beholden to its appointing authority without effectively addressing the needs of citizens. Overall, there has been centralization of executive power and manipulation of political process by the power elite. This has engendered a sense of disempowerment among the citizenry.

2.3.1 Effective representation and leadership will be achieved by inculcating and promoting the values of sharing and devolution of power, democracy, participation and empowerment of the people. The measures to be taken will include promotion of best electoral practice, promotion of participation of the people in decision making, separation of powers and devolution of power and national resources. In addition, communities and organizations are required to nurture and develop value-based leadership.

2.4 Allocation of resources and opportunities

2.4.0 The inequitable distribution of resources and opportunities has led to the concentration of wealth among the power elites, along ethnic lines and in regional enclaves. This inequality undermines the people's sense of belonging, causes alienation, marginalization, promotes injustice and ultimately undermines national cohesion and unity.

2.4.1 Equitable allocation of resources and opportunities will be achieved by promoting and inculcating values of respect for human rights and human dignity, equity, social justice, equality and equal opportunities, inclusiveness, non-discrimination and protection of the marginalized. Some the measures to be taken include enhanced poverty alleviation programmes, promotion of equitable distribution of resources and opportunities, and the initiation and implementation of affirmative action for marginalized groups. This will mean public resources shall be distributed equitably as far as is practicable geographically taking into account diversity, population and poverty index.

2.4.3 Equitable allocation of resources and opportunities will be achieved by ensuring adequate and equal opportunities for appointment, training and advancement, at all levels of the public service, including national and county levels, for (i) men and women; (ii) the members of all ethnic groups; and (iii) persons with disabilities.

2.4.4 It will also be achieved by ensuring responsive, prompt, effective, impartial and equitable provision of public services to all citizens at national and county level.

2.5 Governance

2.5.0 Governance challenges are characterized by weak institutions, executive excesses, unresponsive public institutions, waning public confidence in the credibility and integrity of state institutions, corruption and insecurity amongst others.

2.5.1 Governance challenges will be remedied by promoting and inculcating the values of good governance, integrity, transparency and accountability. Some of the measures to be taken will include effective disposal of corruption cases; and promotion of open, accountable and participatory management of public resources.

2.5.2. The challenges will also be remedied by strengthening institutional framework and legislative measures that are in line with national values and principles of governance. More importantly, institutional and legislative reforms shall be carried out to ensure promotion, inculcation and adherence to national values and governance principles.

2.5.3 Governance challenges will also be addressed by promoting affordable and equal access in dispute resolution mechanisms, arbitration and justice.

2.6 Sustainable development

2.6.0 Kenya has faced challenges in attaining sustainable development. This has been characterized by land grabbing, environmental degradation, food insecurity, poor state of health care, hemorrhage of public funds and economic manipulation arising from a misplaced sense of entitlement by the power elite.

2.6.1 Sustainable development will be achieved by promoting and inculcating the value of sustainable development. Measures will include the protection of ecologically sensitive areas and zones; curbing of irregular allocation of public land with recovery of such land; redressing injustice visited communities and individuals regarding access and utilization of land and natural resources; promoting equitable access to land particularly for minority groups, women, persons with disabilities and children; and promotion of sustainable management of land, land-based and other natural resources.

2.7 *Inuka*

*Inuka*⁴ is a Kiswahili word which captures the spirit of this sessional paper and is intended to rally the citizens of Kenya to action in promoting, inculcating and enforcing national values and principles of governance. Institutions, organizations and individuals are called upon to rise above the challenges of the past and reach out for a new dispensation. The spirit of this policy is to facilitate every citizen to play their part in throwing off those practices that have curtailed Kenya's development; and instead embrace values that will enable Kenya to become a value-driven, peaceful, united and prosperous nation. It is expected that as Kenyans do so, this great nation shall also arise to claim its rightful place in the community of nations.

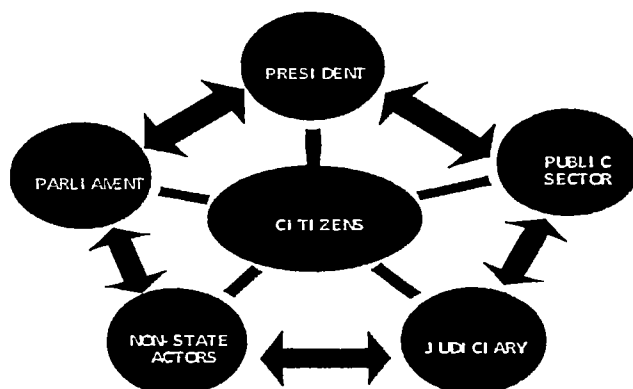
⁴ A Kiswahili word used here to refer to the action of gathering oneself up; of arising; and of standing up to be counted.

CHAPTER 3: LEADERSHIP AND INSTITUTIONAL FRAMEWORK

3.0 Successful implementation of this policy requires that all citizens are aware, are involved, are committed and take ownership of shared National Values and Principles of Governance.

3.1 This is applicable to individuals, families, communities, community-based organizations, non-governmental organizations, faith-based organizations, professional associations, independent offices, constitutional commissions, the executive, the judiciary and Parliament. Leadership will play a very critical role in ensuring there is sustained commitment to practicing national values. Such leadership shall be the embodiment and custodian of national values and shall be required, in selfless service, to guide citizens towards the achievement of the National Values and Principles of Governance.

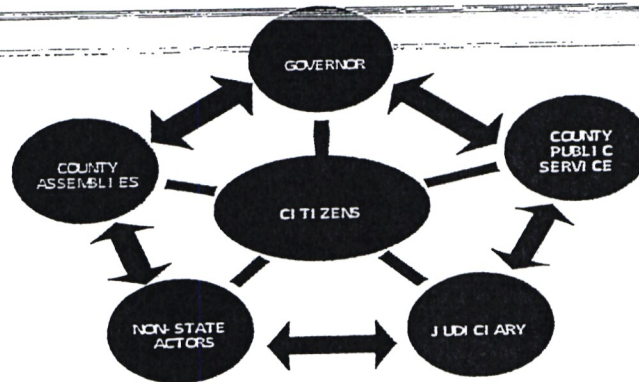
Figure 1: Key Relationships of the National Values System- National Level



3.2 In order to ensure national coherence, the implementation of this policy requires an institution that has sufficient authority and power to co-ordinate and secure compliance from independent commissions, independent offices, state officers, public officers, non-state actors and all persons. The successful implementation of national values is essentially a political question that requires leadership direction at the highest level. Indeed, the Constitution requires a report on measures taken and

progress realized from none other than the President in a state of the nation address
in Parliament.

Figure 2: Key Relationships of the National Values System- County Level



3.3 The President, at the national level and the Governor, at the county level, shall provide the leadership in championing national values and be held primarily accountable for the implementation of this policy.

3.4 The President may chose to discharge this responsibility using existing administrative structures in order to curb on excessive public expenditure. However, ~~a coordinating institution which could be an Agency, Board, Steering Committee or~~ Secretariat, domiciled under the Presidency, is recommended. The Office of the President would lend the institution the platform and gravitas necessary to effectively execute its mandate. It is envisaged that the Presidency may consider it sufficient to establish the co-ordinating institution by a Gazette notice.

3.5 The institution established will, under Article 6(3) of the Constitution, ensure reasonable access to its services in all parts of the Republic in order to ensure sustainable transformational change reaches the grass root level.

CHAPTER 4: IMPLEMENTATION STRATEGIES

4.0 The successful operationalization of National Values and Principles of Governance requires the co-ordinated and concerted interventions of a broad spectrum of state and non-state actors. The implementation strategies by various actors can be classified into four broad categories.

4.1 Strategy 1: Associative approach

4.1.0 The process of inculcating national values should be so pervasive that it should be adopted and carried forward by all strata of society. The most effective way to achieve long-lasting impact is to allow as much of the process as possible to be managed by citizens in voluntary and democratically self-governing associations. This refers to citizens in neighbourhood groups, self-help groups, community-based organizations, non-governmental organizations, religious and faith-based organizations, societies, sports associations, professional associations, trade unions, labour unions, co-operative societies, business associations and political parties. These groups shall be mandated to own and drive the process of promoting, inculcating and even enforcing National Values and Principles of Governance.

4.1.1 The objective is to enable the state and citizens' organizations to form a single delivery framework that transforms all layers of society with a new perspective based on National Values and Principles of Governance. This approach aims at devolving regulatory functions to professional associations and local groups, societies and unions. Such groups have detailed knowledge of specific shortcomings related to National Values and Principles of Governance and of locally applicable solutions. They also have extensive monitoring and self-regulating capacities.

4.1.2 This policy defines the basic interventions and implementation strategies for attainment of shared National Values and Principles of Governance. It identifies key social actors, encourages other organizations to participate, and stimulates the inclusion of marginalized and under-represented groups and interests.

4.1.3 This policy establishes minimal standards of performance, and promotes the sharing of information and best practices amongst actors. This role will be sustained by the recommended coordinating institution in the Office of the President. The state will also reserve the right to intervene in case of self-regulation failure in the citizens' organizations.

4.2 Strategy 2: Recruiting and mobilizing change agents

The desired social change will be realized efficiently if it is owned by citizens and there is ideological consensus on the need for the changes. The promulgation of the Constitution provides evidence of the required and long desired national consensus. To infuse the change into society requires change agents in different sectors and strata. The objective of this strategy is to recruit as many value carriers as possible in all spheres of society - arts and entertainment, communities, educational institutions, families, government, political organizations, private sector, religious and faith-based organizations, and sports. Equipping, empowering and deploying the change agents will be key to the success of this strategy. This will require the formation of national values committees and task teams in organizations and institutions. It will also require formation of national values fora and communities of practice to enable the interaction of change agents across organizations and institutions.

4.3 Strategy 3: Mainstreaming values for behavior change in all spheres

The objective is to make values a fulcrum around which national activities and programs are anchored. In the process, values will become a central rallying ingredient and theme in the planning and execution of national programs. It is envisaged that all actors shall take action to mainstream national values, at county and national level, in arts and entertainment, communities, educational institutions, families, government, political organizations, private sector, religious and faith-based organizations, and sports. The mainstreaming process will require legislative as well as administrative action, awareness programmes, media campaigns to carry out information, education and communication initiatives. It will involve value-smart citizen service delivery charters aimed at increasing the transparency, accountability and citizen-friendliness of institutions. It will also involve dissemination exercises,

meetings, workshops, learning fora. It will require the inclusion of National Values and Principles of Governance in performance contracting and performance management in public sector institutions and private sector organizations, respectively.

4.4 Strategy 4: Affirming national values and their champions

The strategy seeks to profile and give visibility to Kenyan heroes and heroines who represent a commitment to national values in both historical and contemporary settings. This will include developing agreed ranking criteria, identifying and profiling leading role models, champions and ambassadors of National Values and Principles of Governance. In addition, it will involve the development of mentoring schemes that will enable the role models, champions and ambassadors to pass on their skills and experiences to others.

CHAPTER 5: VALUE-CARRIERS, VALUE-DRIVERS AND THEIR POLICY IMPLEMENTATION ROLES

5.0.0 Stakeholder engagements showed that nationhood and national values cannot be mandated from the top. Undoubtedly, the nation transcends the government and non-state actors. It is in many ways created by the citizens, who have the sovereign and inalienable right to determine the form of governance for their country⁵. In Kenya, the struggle for independence shaped a collective consciousness and laid the framework for a national identity. Early, post-independence efforts engendered a spirit of collective effort to secure national development. However, other experiences by citizens since independence, have highlighted ethno-political blocks, undermined national consciousness and malnourished the soul of the nation.

5.0.1 Successful development and transformation of a shared national value system will require the concerted efforts of many actors. As the events of the post-election violence of 2007 and 2008 demonstrated, a breakdown of the nation adversely affects the rights and interests of everyone. It is therefore in the interest of all stakeholders to join efforts to promote the national values given prominence by the Constitution.

5.0.2 ~~The main value-drivers and value-carriers are in arts, music and~~ entertainment, private sector, civil society, educational institutions, family, government, media, political parties, professional associations, religious and faith-based organizations and sports. This policy also recognizes the paramount role that individuals shall play in transformation of the national value system.

5.0.3 As provided for in Article 10(1) of the Constitution, national values and principles of governance shall bind all state organs, state officers, public officers and persons whenever any of them; (a) applies or interprets the constitution (b) enacts, applies or interprets any law (c) makes or implements public policy decisions. The responsibilities provided for under this part of the policy do not in any way diminish or

⁵ Paragraph 7 of the Preamble and Article 1(1) of the Constitution

override specific functions and duties that may be assigned upon any one of the actors under the Constitution or any legislation. In implementing this policy, key implementing agencies together with other actors, shall promote and inculcate national values in addressing challenges faced by the nation.

5.1 Family

5.1.0 The family is the natural and fundamental unit of society, a primary socialization institution. Socialization is the creation of shared beliefs and ideals that lead to the norms of the family and help indicate to family members how one should interact within a society. In this regard, parents and guardians should mentor and nurture their children into effective, functional and useful members of the society who uphold national values. If the policies that affect the society as a whole are not functioning as they should, the family unit will experience stress and eventual disintegration. It is therefore in the interest of all members of the family to uphold national values. It is also at family level that children can be prepared by cultural socialization to appreciate their community heritage and shared national heritage. Children can also be prepared to be aware of, and cope with, discrimination and negative ethnicity. They can also be trained to avoid being wary of others just because of ethnic differences. Instead, children can be socialized with the belief that all Kenyans are equal and should be treated with a common dignity. The family also provides an environment for parents to transmit the notion that work has intrinsic value for its own sake; aversion to unemployment; scrupulous use of time; deferment of pleasure; willingness to work diligently in one's occupation; and willingness to seek and create opportunities for work. The family provides an opportunity to nurture entrepreneurial outlook based on profit-making through hard work, organization, excellence and honesty. The family is therefore a crucial forum for promoting national values. Parents are key stakeholders in the process of advancing National Values and Principles of Governance. Moreover, the people of Kenya have, in the Preamble to the Constitution, already committed themselves to nurturing and protecting the well-being of the individual, the family, communities and the nation.

5.1.1 The state shall, therefore, provide incentives to promote the protection of the family as a natural and fundamental unit of society. This shall include paid maternity and paternity leave, and apprenticeship programmes. The state shall take deliberate

steps to protect the family against negative and harmful cultural influences and practices such as child labour, early child marriage, pornography, drug and substance abuse. The state shall encourage family counseling services to promote family cohesion and harmony for life-long marital relationships. Other family supportive incentives shall include housing schemes, educational support, health care schemes and favourable employment policies.

5.1.2 All families, being natural and fundamental units of society, shall undertake the following responsibilities towards the realization of the National Values and Principles of Governance:

- i. Parents and guardians shall embrace the national values and act as role models;
- ii. Parents and guardians shall provide basic needs for their children and create a conducive environment for positive socialization;
- iii. Parents shall mentor and nurture their children into functional and useful members of the society who uphold national values.

5.2 Communities

5.2.0 Community usually refers to a social unit, larger than a household, which shares common values and has social cohesion. It indicates a group of people with a common identity. Communities are connected by common attributes, by kinship or by proximity of space or time. In Kenya, the binding relationship in communities is often clan or ethnic-based. It may also be based on shared interest or on collective use or access to resources. In current times, information technology has minimized geographical limitation to communities. Persons can gather virtually in an online community and share common interests regardless of physical location. In general, a "sense of community" rests on membership, shared emotional connection, mutual influence, integration and fulfillment of needs.

5.2.1 Communities offer an opportunity for individuals to develop language, knowledge, skills and roles necessary to function within their culture and social environment. Individuals develop the norms of tolerance, reciprocity, and trust as they interact within the community. The norms they develop affect the extent of their

willingness to interact with persons from other communities. Communities therefore offer a platform for citizens to develop cultural roots and national identity.

5.2.2 Communities shall be required to socialize members to cross social horizons, develop cultural tolerance, embrace members of other ethnic communities and build national cohesion.

5.2.3 All communities shall undertake the following responsibilities towards the realization of the National Values and Principles of Governance:

- i. Create awareness of and practice the values including the use of appropriate projects;
- ii. Collaborate and co-operate with state and non-state actors to ensure implementation of the National Values;
- iii. Influence community members to abandon negative and harmful practices and adopt practices consistent with National Values and Principles of Governance.

5.3 Educational institutions

5.3.0 Education is the single most valuable investment in the life of a child and society at large. Therefore, the institutions that impart education play a very critical role in national development. Kenya has achieved relatively high literacy rates as a result of the Free Primary Education (FPE) and free secondary tuition programmes. However, this education does not provide sufficient proficiency in civic education.

5.3.1 A good education system should pass on knowledge, skills and values to the next generation. It should enable each new generation to develop the appropriate traits of public and private character that undergird constitutional democracy. Citizen participation in a democratic society must be based on informed, critical reflection, and on the understanding and acceptance of the rights and responsibilities that go with citizenship.

5.3.2 Education involves good, sound development of the whole person. This entails development of cognitive, affective and psychomotor domains. In Kenya, the education system has placed emphasis on the cognitive at the expense of the other

two domains. Evidence shows that strong nations develop all the three domains in similar measures. ~~The curriculum at all levels shall be reviewed to place emphasis on all the domains up to examination level.~~

5.3.3 In Kenya, the education system shall enable students and the members of the society to acquire a deep understanding of National Values and Principles of Governance. ~~The promotion and inculcation of National Values and Principles of Governance shall be carried out in all institutions of learning, both formal and informal.~~ Civic education shall be carried out to help students develop a reasoned commitment to fundamental values and principles necessary for the preservation and improvement of the Kenyan constitutional democracy. Every student shall become familiar with the nation's fundamental instruments through age-appropriate instruction. This shall include classroom instruction with appropriate emphasis on civic education, student participation in school governance, mentorship programmes, community development and other co-curricular activities including music, sports and drama. The state shall leverage on existing institutions such as the National Youth Service, Girl guides and the Scouting movement to provide civic education to promote hard work, courage, patriotism, national cohesion and integration in all the Counties.

5.3.4 In addition, pupils and students at all levels shall benefit from a study of exemplary citizens. ~~The opportunity for school and community service shall be available to all young people as part of their civic duty. To support this intervention, schools, colleges, universities and the Ministry of Education shall pay attention to the professional development of teachers and lecturers. The Ministry of Education, schools, colleges and universities shall also recognize, reward and retain teachers and lecturers who are outstanding civic educators.~~

5.3.5 All educational institutions shall undertake the following responsibilities towards the realization of the National Values and Principles of Governance:

- i. Create awareness of and practice national values amongst the pupil or student body and staff, including the use of appropriate projects;
- ii. Deliver instruction and training on civic education using a variety of age-appropriate techniques;

- iii. Collaborate and co-operate with state and non-state actors to ensure implementation of the National Values;
- iv. Influence pupils, students, staff and surrounding community members to abandon negative and harmful practices and adopt practices consistent with National Values and Principles of Governance.

5.4 Religious and faith-based organizations

5.4.0 Religion provides spiritual nourishment to individuals and a platform for building consensus and peaceful co-existence. It provides a platform for conflict prevention, management and transformation. Many institutions, including schools, hospitals, colleges and orphanages trace their origin to churches and mosques which sought to invest in the welfare of citizens in their catchment areas. Census results show that an overwhelming majority of Kenyans profess adherence to Christianity, Islam or Hinduism. Many of them attend regular weekly meetings in their places of worship. These fora enable religious leaders to impart spiritual principles and discuss their application to daily life.

5.4.1 It is undeniable that religious and faith-based organizations heavily influence the choices and actions of a significant number of citizens. Religious leaders command public trust and confidence. They draw their membership across ethnic, economic and social cleavages. Their message resonates with a broad spectrum of citizens, and touches on both private and public spheres. The National Values and Principles of Governance touch on the public sphere in much the same way that religious teachings do. Notably, there is much congruence between them. Religious and faith-based organizations are therefore key stakeholders in the promotion and inculcation of National Values and Principles of Governance. Religion influences morals. It defines acceptable behavior, tackles vices and promotes virtues. National Values and Principles of Governance, by defining acceptable practice, have a moral dimension.

5.4.2 Religious and faith-based organizations shall therefore play a critical role in securing a conducive spiritual climate for the promotion of National Values and Principles of Governance for the development of this nation.

5.4.3 All religious and faith based organizations shall undertake the following responsibilities towards the realization of the National Values and Principles of

Governance:

- i. Design and deliver curricula that advance National Values and Principles of Governance from a religious perspective;
- ii. Promote participation of citizens in public affairs and social responsibility towards other Kenyans;
- iii. Build national cohesion and advocate for justice, peace, reconciliation, inclusiveness and harmony among the people.

5.5 National and county governments

5.5.0 Public policies have traditionally been the instruments through which governments execute their development agenda. They have been the instruments of state intervention to address socio-economic and political problems, and challenges facing its people. Public policies once approved by cabinet and ratified by parliament are implemented by agencies and departments of government.

5.5.1 In any representative democracy, the people delegate their sovereign power to democratically elected representatives,⁶ their common will to govern themselves and directly participate in government. The Constitution provides elaborate structures for the exercise of sovereign power vested in the people. It provides that the people may exercise this sovereignty directly or indirectly through democratically elected representatives, the state organs of the three arms of government and independent commissions. The citizens may exercise their sovereign power directly through petitions, citizen initiatives and the recall clause.

5.5.2 Citizens expect national and county level governments to pursue National Values and Principles of Governance because they reinforce their rights-holder-to-duty-bearer relationship with the state. Furthermore the government, besides its monopoly of coercive force, has an array of administrative and legal mechanism to

⁶ Article 1(2) of the Constitution

enforce national values. The national and County level governments are therefore principle stakeholders.

5.5.3 At the national level, citizens hold the President particularly accountable regarding National Values and Principles of Governance. This is because the Presidency is vested with sufficient powers and authority to oversee the infusion of the values and policies into various sectors of the Kenyan society. The President enjoys a national popular mandate, is the Head of State and Government, is a symbol of national unity, and the head of the executive arm of government responsible for the formulation, approval and implementation of the agenda of the government.

5.5.4 At the County level, the Governor is particularly accountable regarding National Values and Principles of Governance. This is because as the County Chief Executive, the Governor is vested with sufficient powers and authority to oversee the infusion of the values and policies into the various sectors of the County. The Governor enjoys a popular mandate at the County, and has support in the County Assembly.

5.5.5 The National and County governments shall establish an appropriate framework, in line with Article 187 and 189 of the Constitution, through which measures taken and progress achieved in the realization of the National Values and Principles of Governance shall be monitored so that they are incorporated into report to Parliament by the President.

5.5.6 In line with the Constitution's non-delegable requirement for the President to report to Parliament, the co-ordinating institution, outlined in paragraph 3.4 above, shall receive, collate and prepare a report for the President regarding National Values and Principles of Governance through a consultative and co-operation approach provided by the Constitution.

State organs

5.5.7 Every state organ shall undertake the following responsibilities towards the realization of the National Values and Principles of Governance:

- i. Establish systems, structures, programmes and guidelines for the promotion of the National Values and Principles of Governance;
- ii. Describe an oath of office which includes upholding the Constitution and discharge of functions according to the National Values and Principles of Governance;
- iii. Integrate National Values and Principles of Governance into national, county and sectoral policies;
- iv. Establish continuous training, awareness and dissemination programs on the National Values and Principles of Governance in a language understood by its staff, key stakeholders and customers;
- v. Institute and uphold a citizen service delivery charter in line with the National Values and Principles of Governance;
- vi. Provide resources and create an enabling environment for the mainstreaming of National Values and Principles of Governance by all public agencies;
- vii. Institute an internal code of conduct and ethics to give further effect to the National Values and Principles of Governance;
- viii. Establish systems and mechanisms to hold state officers accountable for compliance with the National Values and Principles of Governance;
- ix. Establish mechanisms and systems to ensure upholding of national values, leadership integrity and value and principles of public service is a determining factor in recruitment and promotion;
- x. Integrate National Values and Principles of Governance in their performance contracting and assign a significant weight to underscore their importance;
- xi. Institute mechanisms for recognizing, honoring, rewarding and celebrating outstanding achievements on National Values and Principles of Governance;
- xii. Enforce National Values and Principles of Governance in the event of alleged violation or actual violation, through disciplinary, civil or criminal action as provided for in the Constitution and legislation;
- xiii. Establish an internal National Values and Principles of Governance Committee;
- xiv. Establish monitoring and evaluation mechanisms for annual and periodic reporting; and
- xv. Promote role modeling and leadership competencies that demonstrate the realization of national values at family, community, organizational, county and national levels.

State officers

5.5.8 Every state officer shall undertake the following responsibilities towards the realization of the National Values and Principles of Governance:

- i. Swear an oath of office which includes upholding the Constitution and discharge of functions according to National Values and Principles of Governance;
- ii. Uphold the provisions of Chapter six of the Constitution on leadership and integrity;
- iii. Commit to leadership that enhances the realization of National Values and Principles of Governance;
- iv. Implement National Values and Principles of Governance through national, county and sectoral policies;
- v. Ensure compliance with citizen service delivery charters;
- vi. Dedicate to respect, support and collaborate with other state officers, relevant stakeholders and professionals towards realization of the National Values and Principles of Governance;
- vii. Provide necessary support to the National Values and Principles of Governance Committee within the state organ;
- viii. Uphold and, where necessary, improve the laws, regulations and policies relating to National Values and Principles of Governance;
- ix. Promote compliance including provision of training and capacity building;
- x. Enforce the National Values and Principles of Governance;
- xi. Refuse to condone or participate in actions of commission or omission that undermine the National Values and Principles of Governance;
- xii. Be the principal custodian of the National Values and Principles of Governance in the state organ; and
- xiii. Demonstrate leadership and role modeling competencies that enhance the realization of national values at family, community, organizational, county and national levels.

Public service

5.5.9 The Constitution under Article 233 establishes the Public Service Commission to among other things exercise disciplinary control over and remove persons acting

or holding in those offices, and promote the values and principles mentioned in Articles 19 and 202 throughout the public service.

5.5.10 The Public Service is empowered by the Constitution to hear and determine appeals in respect of county governments' public service. It is also charged with evaluating and reporting to the President and Parliament on the extent to which the values and principles of governance are complied with in the public service. The Public Service is therefore a key value-carrier and value-driver.

5.5.11 The Public Service shall, in contributing to the realization of the National Values and Principles of Governance, undertake the responsibility to promote, uphold and enforce values and principles of public service throughout the public service.

Public officers

5.5.12 Every public officer shall undertake the following responsibilities towards the realization of the National Values and Principles of Governance:

- i. Commit to continuous learning in order to advance knowledge and proper application of the National Values and Principles of Governance;
- ii. Dedicate to respect, support and collaborate with colleagues, relevant stakeholders and professionals in working towards the full realization of the National Values and Principles of Governance;
- iii. Refuse to condone or participate in acts of commission or omission that undermine the National Values and Principles of Governance;
- iv. Uphold and, where necessary, improve the laws, regulations and policies relating to National Values and Principles of Governance;
- v. Commit to observe and uphold the provisions of the citizen service delivery charters;
- vi. Promote compliance and enforcement of the National Values and Principles of Governance;
- vii. To individually or collectively make reports with respect to threatened or actual violation of the National Values and Principles of Governance;

- viii. Embrace continuous improvement in the realization of the National Values and Principles of Governance through the cycle of planning, implementing, monitoring and corrective action;
- ix. Embrace and foster transparency and accountability by providing the public with timely, accessible and accurate information on their actions and omissions with respect to the National Values and Principles of Governance;
- x. Seek to be outstanding examples in the upholding of National Values and Principles of Governance in execution of their duties and roles in the society;
- xi. Respect and protect the duty of colleagues, stakeholders and citizens to comply with the National Values and Principles of Governance;
- xii. Eradicate corruption; uphold freedom of association and respect diversity especially in recruitment;
- xiii. Acknowledge that the relevant state organ and state officer has a mandate and authority to uphold the National Values and Principles of Governance and seek to contribute towards that goal; and
- xiv. Demonstrate leadership competencies that enhance the realization of national values at family, community, organizational, county and national levels.

5.6 Private sector

5.6.0 The private sector requires a stable, enabling environment for private enterprise to thrive. The most competitive organizations in the twenty-first century will be those that learn how to use shared values to harness the emotional energy of their staff. Such values will lead to better efficiency, less supervision and adoption of best practices within organizations. Another benefit to private enterprise arising from shared national values is the positive impact on the ease of doing business.

5.6.1 By embracing and promoting good governance, integrity, transparency, accountability, human dignity and equity, private enterprises stand to gain much in terms of labour productivity and added value, which is a key measure of corporate success. More importantly, private enterprise shall be the platform that enables

national values to be translated into competitive advantage vis-à-vis other nations.

~~The private sector shall play a key role in wealth generation, employment creation~~

~~and the causing of national growth. This shall be realized through, amongst other factors, the empowering impact of shared national values amongst staff, management and leadership.~~

~~5.6.2 All private sector associations shall undertake the following responsibilities towards the realization of the National Values and Principles of Governance:~~

- ~~i. Establish systems, structures, programmes and guidelines for the promotion of the National Values and Principles of Governance in the private sector;~~
- ~~ii. Review regulations and codes of conduct and ethics; and establish systems and mechanisms to hold members of private sector associations accountable for compliance with the National Values and Principles of Governance;~~
- ~~iii. Seek to promote compliance, including training and capacity building, and enforcement of the National Values and Principles of Governance in the sector;~~
- ~~iv. Integrate National Values and Principles of Governance into sectoral policies; and~~
- ~~v. Refuse to condone or participate in acts of commission or omission that undermine the National Values and Principles of Governance.~~

5.7 Professional associations

5.7.0 Professional associations are not-for-profit, self-governing organizations that further a particular profession and the interests of individuals engaged in the profession. Usually they regulate related professional training. They maintain oversight of legitimate practice of the profession, uphold professional ethics and enforce professional standards. Consequently, professional associations are expected to advance the public interest and shall play a key role in promoting National Values and Principles of Governance.

5.7.1 All professional associations shall undertake the following responsibilities towards the realization of the National Values and Principles of Governance:

- i. Establish systems, structures, programmes and guidelines for the promotion of the National Values and Principles of Governance in the various professions;
- ii. Review regulations and professional codes of conduct and ethics; and establish systems and mechanisms to hold members of professional associations accountable for compliance with the National Values and Principles of Governance;
- iii. Seek to promote compliance, including training and capacity building, and enforcement of the National Values and Principles of Governance in the profession;
- iv. Integrate National Values and Principles of Governance into professional and sectoral policies; and
- v. Refuse to condone or participate in acts of commission or omission that undermine the National Values and Principles of Governance.

5.8 Media

5.8.0 The media collates and filters the information that the public receives. It powerfully shapes public opinion and sets the public agenda. The media offers pictures of life and models of behavior in advance of actual experience. The media moulds values using symbolic reward and punishment for different kinds of behaviour as represented in the media. Mass media, far from merely disseminating information and entertainment, transmits values. Thus radio, print, electronic and social media will be critical stakeholders.

5.8.1 The media is a trusted source of information for Kenyans and is of immense power in promoting national values. It is best placed to drive home the point that the National Values and Principles of Governance set minimum standards of acceptable behavior for all Kenyans.

5.8.2 The media shall help maintain focus on National Values and Principles of Governance. It will help prick the conscience of citizens and leaders regarding observing National Values and Principles of Governance. It will also remind society about the progress achieved and advancement made as a nation especially regarding the extent to which shared values are practiced.

5.8.3 All media organizations shall undertake the following responsibilities towards the realization of the National Values and Principles of Governance:

- i. Establish systems, structures, programmes and guidelines for the promotion of the National Values and Principles of Governance by the media;
- ii. Review regulations and professional codes of conduct and ethics; and establish systems and mechanisms to hold members of the organizations accountable for compliance with the National Values and Principles of Governance;
- iii. Seek to promote compliance, including training and capacity building, and enforcement of the National Values and Principles of Governance in the media;
- iv. Integrate National Values and Principles of Governance into media policies; and
- v. Refuse to condone or participate in acts of commission or omission that undermine the National Values and Principles of Governance.

5.9 Civil society

5.9.0 Civil society plays an important role in building a balance between the power of the State and that of the people by facilitating political and social interaction. The civil society, together with the State and the market, constitute the entirety of society. Relations between these components influence the structure, character and values of a society. In Kenya, civil society is credited with playing a key role in the process that eventually led to the promulgation of a new Constitution. It still has a key role to play in facilitating citizen voices to influence public policy and the conduct of public affairs. Civil society has the necessary network to disseminate civic education material on National Values and Principles of Governance. It also has the linkages necessary to effectively observe, monitor, evaluate and report on the level of compliance with National Values and Principles of Governance at national, county and grass root levels.

5.9.1 Even more importantly, the National Values and Principles of Governance are foundational to the nation. Therefore, the mandate for civil society cannot be deemed fulfilled if it does not actively engage with the promotion, inculcation, monitoring,

evaluation and reporting regarding National Values and Principles of Governance. It is also expected that civil society will establish mechanisms for ensuring that amongst its members, National Values and Principles of Governance are observed.

5.9.2 All civil society organizations shall undertake the following responsibilities towards the realization of the National Values and Principles of Governance:

- i. Review regulations and codes of conduct and ethics; and establish systems and mechanisms to hold members of the civil society accountable for compliance with the National Values and Principles of Governance;
- ii. Establish systems, structures, guidelines, programmes and projects for the promotion of the National Values and Principles of Governance by the civil society;
- iii. Design and deliver curricula that advance National Values and Principles of Governance;
- iv. Promote participation of citizens in public affairs and social responsibility towards other Kenyans;
- v. Build national cohesion and advocate for justice, peace, reconciliation, inclusiveness and harmony among the people; and
- vi. Refuse to condone or participate in acts of commission or omission that undermine the National Values and Principles of Governance.

5.10 Political parties

5.10.0 Viable, issue-based political parties are agents of social mobilization in a society. The creation of mass parties capable of representing and articulating the interests of citizens is essential for the establishment of a balance of power from which democracy can emerge. The objective of political multi-partyism is to allow competitive elections in sustaining democracy, a people-centred government and the promotion of a firmer foundation for development.

5.10.1 Political parties play the role of providing avenues for the recruitment and mobilization of citizens into the political process, whether electoral or otherwise. They also keep the citizens informed on matters of public interest. Political parties seek to organize choices for voters during elections, and provide the public with potential alternative ruling groups between elections. They help to allocate power

and organize business within the legislature and between the legislature and the executive. The net effect of all this is to provide both the leaders and the wider political system with legitimacy, thereby lowering the need for state coercion in order to obtain citizen participation in public affairs generally and gain their compliance with various state demands.

5.10.2 The promotion, inculcation and enforcement of National Values and Principles of Governance is of crucial political significance. Therefore, Political Parties are key stakeholders. The National Values and Principles of Governance of patriotism, inclusiveness, national unity, integrity, rule of law, transparency and accountability are a platform on which leaders can build ideological consensus with the electorate. Properly promoted, they can give considerable political credit to a political party and its leadership and ease governance by securing greater citizen compliance and participation.

5.10.3 To give effect to this policy, political parties shall reflect National Values and Principles of Governance in their ideologies, manifestos, programmes and activities. It is further expected that all political parties shall be at the forefront in promoting and inculcating National Values and Principles of Governance in all social strata. In addition, political leaders shall be vetted and required to demonstrate competence in the conduct of public affairs.

5.10.4 All political parties shall undertake the following responsibilities towards the realization of the National Values and Principles of Governance:

- i. Establish system, structures, guidelines, programmes and projects for the promotion of the National Values and Principles of Governance by political parties;
- ii. Review regulations and codes of conduct and ethics; and establish systems and mechanisms to hold members of the political parties accountable for compliance with the National Values and Principles of Governance;
- iii. Seek to promote compliance, including training and capacity building, and enforcement of the National Values and Principles of Governance;
- iv. Promote integration of National Values and Principles of Governance into public and party policies; and

- v. Refuse to condone or participate in acts of commission or omission that undermine the National Values and Principles of Governance.

5.11 Art, music and entertainment sector

5.11.0 Artists, performers, fashion designers and musicians shape a society's cultural icons and help define acceptable social norms. They have particular impact among the youth who are the majority of our population and represent the future of our nation. Music evokes strong emotional response among citizens. It inspires and channels the creative energy of the nation. Artists, entertainers, fashion designers and musicians have contributed much towards fundraising efforts and other charitable initiatives for the common good.

5.11.1 Artists, performers, fashion designers and musicians shall be required to give effect to this policy by practicing, promoting and inculcating national values and principles of governance. Their umbrella associations shall be strengthened to ensure that this sector promotes national values and principles of governance.

5.11.2 All art, music, fashion and entertainment personalities and associations shall undertake the following responsibilities towards the realization of the National Values and Principles of Governance:

- i. Establish systems, structures, programmes and guidelines for the promotion of National Values and Principles of governance;
- ii. Review regulations and professional codes of conduct and ethics; and establish systems and mechanisms to hold members of the organizations accountable for compliance with the National Values and Principles of Governance;
- iii. Seek to promote compliance, including training and capacity building, and enforcement of the National Values and Principles of Governance;
- iv. Integrate National Values and Principles of Governance into sector policies; and
- v. Refuse to condone or participate in acts of commission or omission that undermine the National Values and Principles of Governance.

5.12 Sports associations

~~5.12.0 Citizens who are physically active develop better eating habits, healthier lifestyles and better self-confidence. Sport enhances social tolerance, integration and cohesion. Sport helps citizens to learn and practice how to set and achieve goals through discipline and hard work. Sport nurtures the development of decision-making, leadership skills and the management both of both failure and success. It also improves communications skills, collaborative attitudes and teamwork. Sport is calls for discipline that could be replicated in other sectors.~~

5.12.1 Sport also provides an alternative to risky or anti-social behavior, creating sufficient structure, discipline, and incentive to keep some citizens, especially the youth, away from drugs, violence, or criminal activity. Sport promotes physical education which is crucial for the overall education of children. It should be noted that children under 15 years are 22% of Kenya's population according to the 2009 census. Sport is also useful for rehabilitation and inclusion of persons with disabilities. Based on the foregoing, sports associations, their leaders and the sporting fraternity in general, are key stakeholders.

5.12.2 Regarding National Values and Principles of Governance, sports shall be a forum for raising awareness and for education. Sport, because of its ability to attract public and media attention, shall be used to promote adherence to National Values and Principles of Governance. ~~Sports shall play a role in inculcating patriotism,~~ building peace, social cohesion and national unity. Sports persons shall function as value-drivers, value-carriers and ambassadors.

5.12.3 All sports personalities and associations shall undertake the following responsibilities towards the realization of the National Values and Principles of Governance:

- i. Establish systems, structures, programmes and guidelines for the promotion of National Values and Principles of Governance;
- ii. Review regulations and professional codes of conduct and ethics; and establish systems and mechanisms to hold members of the organizations

- accountable for compliance with the National Values and Principles of Governance;
- iii. Seek to promote compliance, including training and capacity building, and enforcement of the National Values and Principles of Governance;
 - iv. Integrate National Values and Principles of Governance into sports policies; and
 - v. Refuse to condone or participate in acts of commission or omission that undermine the National Values and Principles of Governance.

5.13 All persons

The provisions of this section apply to responsibilities of natural persons and artificial legal persons. This includes individuals, family, youth, community, media, private sector and other state and non-state actors. Every person shall undertake the following responsibilities towards the realization of the National Values and Principles of Governance:

- i. Uphold, nurture, foster and live the National Values and Principles of Governance;
- ii. Acknowledge and recognize role models and champions of National Values and Principles of Governance;
- iii. Refuse to condone or participate in actions or missions that undermine or violate National Values and Principles of Governance;
- iv. Acknowledge that state organs, state officers and public officers have a mandate and authority to uphold the National Values and Principles of Governance;
- v. Individually or collectively complain and make reports to relevant authorities with respect to threatened or actual violation of the National Values and Principles of Governance;
- vi. Commit to continuous learning and innovation in order to advance knowledge and proper application of the National Values and Principles of Governance;

- vii. Dedicate to respect, support and cooperate with other persons in working towards the full realization of the National Values and Principles of Governance;
- viii. Harness cultural, traditional, community, religious and lingual systems to further the realization of the National Values and Principles of Governance;
- ix. Recognize and respect national symbols and national days including national heritage;
- x. Recognize and protect the family as the natural and fundamental unit of society for inculcating and nurturing National Values and Principles of Governance;
- xi. Commit to use constitutional and lawful means to protect National Values and Principles of Governance as the foundation of Republic of Kenya; and
- xii. Demonstrate leadership that enhances the realization of national values at family, community, organizational, county and national levels.

5.14 Individuals

All individuals shall undertake the following responsibilities towards the realization of the National Values and Principles of Governance:

- i. Internalize, apply, embody and propagate the National Values and Principles of Governance and hence act as a value-carrier, value-driver and ambassadors;
- ii. Demonstrate a culture of constitutionalism, adherence to the rule of law, public civility, social obligation and responsible behavior; and
- iii. Demonstrate leadership which is self-sacrificing, people-centered, value driven, service oriented and self-disciplined.

CHAPTER 6: RESOURCE MOBILIZATION

6.0 The responsibility for mobilization of resources to operationalize and institutionalize National Values and Principles of Governance shall fall on various actors.

6.1 Parliament and County Assemblies shall provide funds necessary for the implementation of strategies and interventions to promote, inculcate and enforce National Values and Principles of Governance by national and county governments.

6.2 The proposed co-ordinating institution shall draw its funds from a vote in the Office of the President where it will be domiciled. It shall be expected to establish minimum performance standards. The institution shall also be expected to participate in the promotion, inculcation, monitoring, evaluation and reporting regarding National Values and Principles of Governance. In addition to funds from the exchequer, the co-ordinating institution will benefit from powers of the Office the President to collaborate with development partners and to secure their funding in fulfilling of its mandate.

6.3 The implementation of this policy, as noted above, shall be carried out together with citizens in voluntary and democratically self-governing associations. Therefore, neighbourhood groups, self-help groups, community-based organizations, non-governmental organizations, faith-based organizations, societies, sports associations, professional associations, trade unions, labour unions, co-operatives societies, business associations and political parties shall be expected to independently mobilize financial and other resources for the promotion, inculcation and enforcement of National Values and Principles of Governance.

CHAPTER 7: POLICY OUTCOMES AND IMPACT

7.0 It is expected that the implementation of this policy to operationalize and institutionalize National Values and Principles of Governance will lead to a number of outcomes and impact.

7.1 Outcomes expected include enhanced sense of national identity, empowered citizens, increased labour productivity, ethnic harmony, adoption of a national culture, enhanced political and social stability, equitable distribution of resources and opportunities, reform of public institutions to respect human rights and fundamental freedoms, enhanced fiscal discipline in the management of public resources, optimal utilization of state resources, prudent management of land and natural resources, increased food security, enhanced personal discipline and higher life expectancy. Enhanced transparency, accountability, integrity, good governance, adherence to the rule of law and public participation are other outcomes expected. It is expected that the implementation of this policy will lead communities and organizations to establish mechanisms to nurture and develop value-based leadership.

7.2 The impact includes enhanced people-centred governance, open and democratic society, enhanced social order, social justice, higher gross domestic product (GDP), higher per capita income and social stability. A happier, healthier, peaceful and productive populace is expected in a cohesive, secure and progressive society. The expected impact envisages timely and substantial attainment of Vision 2030, sustained compliance with the Constitution and entrenched rule of law and constitutionalism.

8.0.4 The reports and recommendations submitted in accordance with this policy to ~~the President, Parliament, Governor and County Assembly as appropriate, will~~ indicate steps necessary for continuous improvement of the promotion and practice of National Values and Principles of Governance.

8.0.5 The President shall, as mandated by Article 132(1) c, once every year;

- a. ~~report, in an address to the nation, on all the measures taken and the~~ progress achieved in the realization of the national values, referred to in Article 10;
- b. publish in the Gazette the details of the measures and progress under subparagraph (i); and
- c. submit a report for debate to the National Assembly on the progress made in fulfilling the international obligations of the Republic.

8.1 Mapping of policies and legislation

8.1.0. This policy recommends that all institutions ensure that their policies conform to it and the Constitution and appropriately updated or reviewed.

8.1.1 This policy recommends that all existing legislation be mapped by the Ministry responsible for national values and principles of governance; reviewed and, where necessary, amended to give effect to National Values and Principles of Governance.

8.2 Baseline surveys

This policy recommends that baseline surveys to determine the state of affairs regarding awareness, compliance and enforcement of National Values and Principles of Governance be carried out within one year of its adoption, by the Ministry responsible for national values and principles of governance.

8.3 Evaluation

This policy recommends that an evaluation shall be carried out regarding measures taken and progress achieved every five years. It is recommended that the first such evaluation be carried out not later than 2017.

8.4 Indicative Implementation monitoring matrix

The indicative matrix below captures the problems and issues to be addressed by a variety of intervention based on National Values and Principles of Governance. This policy recognizes that each of the prescribed values and principles of governance has an effect of addressing a broad range of challenges. Strategic objectives and key implementing agencies are identified. The matrix also specifies the outputs and outcomes and outlines the expected impact.

Table 1: Indicative implementation monitoring matrix

Problem Issue	Prescribed Values/Principles	Proposed Key Implementing Agencies	Strategic Objective	Output	Outcome	Impact
1. Lack of Strong National Identity, Negative Ethnicity, Class Disparities, Impunity	Patriotism, National Unity, the Rule of Law	Office of the President, Judiciary, Parliament, National Police Service, National Youth Service, Independent Offices and Commissions, County Governments	To Enhance Patriotism and National Unity; Promote adherence to the Rule of Law	Reduced Prevalence of Crimes, Increased Public Participation in National Functions and in Issues of Public Interest	Enhanced National Pride, Sense of Identity and, Ethnic Harmony. Adoption of a National Culture	A Cohesive, Secure and Progressive Society
2. Centralisation of Executive Power, Manipulation of Political Process by Power Elite, Disempowerment of the people	Sharing and Devolution of Power, Democracy and Participation of the People	The Presidency, Parliament, Independent Offices and Commissions, National Police Service, Development Partners, Civil Societies, Community Based Organisations, Faith Based Organisations, Professional Associations,	To Devolve Power and National Resources, Promote Best Electoral Practices and respect for the Separation of Powers, Promote the Participation of the People in Decision Making	Increased Public Participation, Reduced Electoral Disputes, Establishment and funding of 47 County Governments, Enactment and Formulation of Value-smart Laws and Policies	Enhanced Political and Social Stability, Empowered Citizenry, Equitable Distribution of Resources and Opportunities	People centered Governance Institutions, Open and Democratic Society

Problem Issue	Prescribed Values/Principles	Proposed Key Implementing Agencies	Strategic Objective	Output	Outcome	Impact
3. Poverty, Gross Human Rights violations, Discrimination and Marginalisation	Human dignity, Human Rights, Equity, Social Justice, Non-discrimination, Protection of the Marginalised	County Governments Revenue Allocation Commission, Controller of Budget, Auditor General, National Land Commission, Independent Offices and Commissions, Parliament, Commission on Administrative Justice, County Governments	To Enhance Poverty Alleviation Programmes, Promote Equitable distribution of Resources and Opportunities, Initiate and Implement Affirmative Action for Marginalized Groups	Reform Measures Undertaken by Public Institutions to Respect Human Rights and Fundamental Freedoms	Reform of Public Institutions to respect, promote and protect Human Rights and Fundamental Freedoms	Enhanced Social Justice, Improved Human Development Index
4. Corruption, Abuse of office and unethical conduct	Good Governance, Integrity, Transparency and Accountability	Ethics and Anti Corruption Commission, Director of Public Prosecution, Judiciary, National Police Service, Auditor General, National Land Commission, Commission on Administrative Justice, Public Service Commission, County Governments, Citizen Initiatives such as Girl Guide and Scouting movement and Ungwana	Promote Good Governance Practices, Effective Disposal of Corruption Cases, Promote an Open Accountable and Participatory Management of Public Finance	Improved Corruption Perception Index, Reduced Audit Queries in Management of Public Finance, Development of a National Code of Etiquette, Development of a National Code of Ethics, Improved Recovery of Misappropriated Public Resources	Enhanced personal discipline, Optimal Utilization of State Resources, Enhanced Fiscal Discipline in the Management of Public Resources, Prudent Management of Land and Natural Resources	Social order, Higher Per Capita Income, Higher Gross Domestic Product (GDP), Open and Democratic Society

Problem Issue	Prescribed Values/ Principles	Proposed Key Implementing Agencies	Strategic Objective	Output	Outcome	Impact
5. Land grabbing, Environmental degradation, Food Insecurity, Poor Health and Sanitary Care and Leakage of public funds	Sustainable Development, human dignity, equity, human rights	Ministry of Interior and Coordination of National Government, Ministry of Land, Housing and Urban Development, Ministry of Health, National Environmental Management Authority, National Land Commission, Auditor General, State Law Office, Directorate of Public Prosecutions, Controller of Budget, County Governments	Sustainable and Productive Management of Land and Natural Resources, Conservation and Protection of Ecologically Sensitive Areas, Prudent Public borrowing with equitable impact on future generations	Recovered Public Resources, Enhanced Food Reserves, Reduced Mortality Rates, Policy for Sustainable and Productive Management, Reduced cases of environment pollution	Increased Life Expectancy, Increased labour productivity, Food Security, Adequate potable water Higher life expectancy,	Higher Per Capita Income, Higher GDP, Social stability, Healthy, Happier, Peaceful and productive populace

CHAPTER 9: POLICY ASSUMPTIONS AND RISK ASSESSMENT

9.0 This policy reasonably assumes that:

- i. Existing legislation will be mapped, reviewed and where necessary amended to give effect to national values;
- ii. Existing policies will be reviewed to make them consistent with National Values and Principles of Governance;
- iii. New policies and legislation will be consistent with National Values and Principles of Governance;
- iv. Existing codes of conduct will be reviewed to render them consistent with National Values and Principles of Governance;
- v. New codes of conduct will be consistent with National Values and Principles of Governance;
- vi. Political party manifestos will reflect National Values and Principles of Governance;
- vii. Wide dissemination of the policy on National Values and Principles of Governance as well as civic education on Article 10 of the Constitution will be undertaken.

9.1 This policy is alive to the following risks:

- ~~i. Weak and delayed buy-in from some change-resistant citizens and leaders at various levels;~~
- ii. Low priority and funding allocation to National Values and Principles of Governance interventions;
- iii. Weak compliance and enforcement mechanisms regarding this policy generally.

9.2 In mitigating the risks identified, this policy provides for its extensive dissemination and intensive civic education on National Values and Principles of Governance. Civic education, training and sensitization of decision-makers, planners, communities and other stakeholders will be key in creating a strong buy-in for the policy. This policy also recommends that the institution to co-ordinate its implementation be domiciled under the Presidency.

CHAPTER 10: REVIEW OF POLICY AND EFFECTIVE DATE

10.0 This policy may be reviewed from time to time, as need arises.

10.1 This policy shall take effect from the date of its adoption.

GLOSSARY OF TERMS

11.0 This glossary includes values set out in Article 10 of the Constitution. Every state officer, public officer and person shall be guided by the National Values and Principles on a case-by-case basis. In the event of conflict regarding the interpretation, meaning and application of the National Values and Principles of Governance, the concerned parties should seek the interpretation of the High Court.

11.1 Democracy and Participation of the people

Refers to a political culture of involving people at all levels of decision making; where everyone is equally bestowed with the powers to exercise personal skills, access information, utilize opportunities, elect their representatives, express their views, participate in governance without prohibition. It also refers to the right to contribute to societal and national issues particularly in reference to leadership and governance.

11.2 Equality

Refers to treatment of everyone with equal measure in society irrespective of their status such as gender, religion, social class, tribe, race. It also refers to being regarded in equal status in all matters involving rights of individuals and people-groups.

11.3 Equity

Refers to fairness, impartiality, justice and provision of equal access to national resources and opportunities regardless of gender, disability, age, race, ethnicity, religion or status

11.4 Family

Refers to the natural and fundamental social unit of society made up of persons related by birth or marriage (man and woman) or adoption. Family members share common resources, have caring and supportive relationships, and prepare children born or raised by the members to become responsible adult members of society.

11.5 Good Governance

Good governance refers to having systems and structures through which the exercise of power and authority can be controlled and held to account. It also refers to the prudent management of institutions and resources by those entrusted with the responsibility of overseeing them.

11.6 Human Dignity

Refers to the honor bestowed on individuals and people and the upholding of their rights as spelt out in the Constitution and the Bill of Rights, regardless of one's status.

11.7 Human Rights

Refers to God-given, inherent, inalienable liberties and entitlements to be enjoyed by all people irrespective of their nationality, race, sex, origin, religion, physical or mental ability without limitations except when in breach of the law or other people's rights.

11.8 Inclusiveness

Refers to affording all people an opportunity to participate in activities, including decision making, that affect their lives and taking into consideration the plight of everyone.

11.9 Integrity

Refers to adherence to virtuous, moral and ethical principles.

This includes honesty, truthfulness, consistency and moral character both in private and public life. It also refers to the quality of being steadfast and consistent about what is right.

11.10 National Unity

Refers to the cohesion which results from shared values, vision, purpose and aspirations irrespective of the ethnic, cultural economic, religious or any other superficial status in a unitary state, while recognizing diversity

11.11 Non-discrimination and Protection of the Marginalized

~~Non-discrimination refers to offering services and taking care of all persons without bias.~~ Protection of the marginalized refers to safeguarding livelihood of those who have challenges or those that do not have a voice in the society. It refers to the deliberate consideration of the weaker members of the society.

11.12 Patriotism

Refers to loyalty to, love for, selfless service for, sacrifice for, devotion for, sense of belonging to, dedication to, sense of pride in, protection of one's nation

11.13 Person

Includes a company, association or other body of persons whether incorporated or unincorporated.

11.14 Public Office

Means an office in the national government, county government or the public service, if the remuneration and benefits of the office are payable directly from the Consolidated Fund or directly from the money provided by Parliament.

11.15 Public Officer

~~Means (i) any state officer, or (ii) any person, other than a State Officer, who holds a~~ public office

11.16 Rule of law

Refers to the legal maxim that each citizen and person within the state should respect and obey the law

11.17 Sharing and Devolution

Refers to a governance environment in which power, political, economic and social resources are distributed between the national and county levels of government and which empowers people at the grassroots to make decisions on matters that affect them.

11.18 Social Justice

Refers to the enjoyment of the rights that enhance the well being of an individual in all aspects of their interaction with one another and promotes solidarity. It also refers to philanthropy and other initiatives to address injustice and poverty.

11.19 State Organ

Means a commission, office, agency or other body established under the Constitution

11.20 State Office

Means any of the following offices

1. President;
2. Deputy President;
3. Cabinet Secretary;
4. Member of Parliament;
5. Judges and Magistrates;
6. Member of a commission to which Chapter Fifteen applies;
7. Holder of an independent office to which Chapter Fifteen applies;
8. Member of a county assembly, governor or deputy governor of a county, or other member of the executive committee of a county government;
9. Attorney-General;
10. Director of Public Prosecutions;
11. Secretary to the Cabinet;
12. Principal Secretary;
13. Chief of the Kenya Defense Forces;
14. Commander of a service of the Kenya Defense Forces;
15. Director-General of the National Intelligence Services;
16. Inspector-General, and the Deputy Inspectors-General of the National Police Service; or
17. An office established and designated as a state office by national legislation.

11.21 State Officer

~~means a person holding State office~~

11.22 Sustainable Development

Sustainable development refers to progress that meets the needs of the present generation without compromising the ability of future generations to meet their own needs.

11.23 Transparency and Accountability

Refers to the requirement to share information and act in an open manner while being held responsible for one's actions, conduct and management of resources. It includes accepting responsibility for one's actions and accepting that leadership is answerable and responsible to the people.

11.24 Values

Refers to a fundamental set of beliefs that drive choices and behaviour